

Utah's Division of Child and Family Services

Southwest Region Report

Qualitative Case Review Findings

Review Conducted

September 15-18, 2014

A Report by

The Office of Services Review, Department of Human Services

I. Introduction

The Southwest Region Qualitative Case Review (QCR) for FY2015 was held the week of September 15-18, 2014. Reviewers were selected from the Office of Services Review, the Division of Child and Family Services, community partners, and other interested parties. Reviewers included representatives from the following Utah organizations:

- Fostering Healthy Children
- Juvenile Justice Services
- Washington School District

There were 20 cases randomly selected for the Southwest Region review. The case sample included 14 foster care cases and six in-home cases. Cases were selected from the Beaver, Cedar City, Kanab, Manti, Richfield, and St. George offices. A certified lead reviewer and shadow reviewer were assigned to each case. Information was obtained through in-depth interviews with the child (if old enough to participate), his or her parents or other guardians, foster parents (if child was placed in foster care), caseworker, teacher, therapist, other service providers, and others having a significant role in the child's life. Additionally, the child's file, including prior CPS investigations and other available records, was reviewed.

Staff from the Office of Services Review met with region staff on January 8, 2015 in an exit conference to review the results of the region's QCR. Scores and data analysis were presented to the region.

II. Stakeholder Observations

The results of the QCR should be considered within a broad context of local and regional interaction with community partners. Each year Office of Services Review interviews key community stakeholders such as foster parents, providers, representatives from the legal community, other community agencies, and DCFS staff. On September 8, 15 and 16, 2014 OSR interviewed individuals and groups of DCFS staff and community partners. DCFS staff interviewed included: the Region Director, region administrators, supervisors, and caseworkers. Community partners interviewed included: Assistant Attorney General, Sevier School District Principal, Sevier Co Sheriff's office, Guardian ad Litem, Central Utah Counseling, and Richfield Foster Parent Cluster group. Strengths and opportunities for improvement were identified by the various groups of stakeholders as described below.

DCFS STAKEHOLDERS

Richfield & Manti Caseworkers

Strengths

- + Structured Decision Making tools seem to be working well, especially for CPS workers. The tool provides direction on what must be done.
- + Staff is optimistic about the launch of the HomeWorks initiative in SW Region (coming in the fall/winter 2014). Workers are optimistic that this might allow more youth/children to remain in their homes.
- + Access to the Peer Parenting resources has improved greatly in the area. The demand is growing and exceeding the capacity.
- + Workers report the efforts to utilize kinship have improved significantly over the past year. Workers are also very appreciative of the kinship specialist.
- + There has been a lot of work and a lot of improvement teaming, particularly with Central Utah Counseling Center (CUCC) in Manti. Family Team Meetings (FTMs) are now being held at the CUCC office. This has contributed to improved attendance at FTMs and improved collaboration between CUCC and DCFS.
- + Drug Court is working well.
- + An alternative high school was just opened in the area.

Needs

- Δ Resources are limited in the Richfield/Manti area. Specific needs included: more treatment options for Domestic Violence, more Proctor homes, a greater spectrum of drug treatment options (particularly more intensive), and treatment for sexual abuse victims and perpetrators (NOJOS certified).
- Δ Clients need to travel out-of-area to obtain more comprehensive psychological evaluations. The closest resources are in either St. George or Utah County.
- Δ Despite the optimism associated with the launch of HomeWorks, there is also some trepidation about whether there will be resources in the community that will allow families to get the needed help in order to preserve the family.

- Δ There is a need for more Youth Advocate positions in the area.
- Δ Drug use seems to have gotten worse, particularly in terms of the types of drugs being abused (heroin and methamphetamines). And prescription drugs continue to be a problem and present a different set of challenges due to acceptance of prescription drug use and difficulty differentiating between use and abuse.
- Δ The proximity of I-70 contributes to a lot of drug arrests of out-of-state drivers with children who end up needing services.
- Δ Drug testing and collections sites are limited in Sanpete County, which means that clients must make special arrangements to travel the distance or workers must resort to collecting swabs. The opinions of the reliability of swab testing ranged from confident to doubtful.
- Δ There are 10 different law enforcement agencies working within the communities supported by the Manti/Richfield offices. Coordinating with each agency can be complex and time consuming.
- Δ Training for Kinship caregivers was problematic due to availability in the area or last minute cancellations.
- Δ There is limited availability of fleet cars.
- Δ There were comments about workplace morale and dissatisfaction, due to low pay, high caseloads, or the constant erosion of benefits.

Somewhere in the middle

- ↔ There are great therapists in the area, but they are overbooked and have limited availability.
- ↔ There is great anticipation for the launch of HomeWorks but also great concern that the resources needed to support family preservation are not currently available to the degree needed.

Cedar Caseworkers

Strengths

- + There has been an increase in the use of Kinship.
- + The regional Kinship specialist has been helpful, especially with the application and home study process.
- + The new GAL is working well.

Needs

- Δ There is insufficient availability of substance abuse treatment in Cedar City, particularly residential treatment for women. This leads to lengthy waiting lists, which has impacted the likelihood that reunification can be successful because clients become discouraged or lose hope.
- Δ Training for Kinship Caregivers is not a priority- secondary to training of non-kin foster parents.

- Δ There are drug testing issues due to inconveniently located collection sites and limited collection times. Clients who work struggle to provide samples during 8-5 hours.
- Δ Drug testing results are not always timely.
- Δ When private attorneys are involved on behalf of the parent, there is a tendency to advise their client not to cooperate in any degree, which delays services and interferes with case activities including some of the fundamental safety assessment functions like home visits.
- Δ The Assistant Attorney General in Cedar City, has a high caseload.

Southwest Regional Supervisors

Strengths

- + Peer parenting in St. George has been a positive service for clients. Peer parenting in Cedar City is starting to pick up. However, there are not enough peer parents to meet the demand.
- + The kinship specialist has been very helpful. Staff report the workload is lighter thanks to the support of the kinship specialist.

Needs

- Δ Cedar City services are limited, particularly when it comes to residential drug treatment.
- Δ Staff questions the reliability of the drug testing results. This is because the clients have disclosed drug use that has not appeared in the test results.
- Δ There is a need for improved communication between DCFS and contracted providers.
- Δ Heroin use is now evident in the population of the Southwest region.
- Δ More group homes are needed in the northern part of the region.

Somewhere in the Middle

- ↔ Cases have become more complex. Family situations are more complex.
- ↔ For St. George, services seem to be available, but families do not seem to want to engage in the service.
- ↔ There is some concern that local Observation and Assessment facilities are recommending DCFS placement too frequently or inappropriately.
- ↔ DCFS State Office support on cases involving the Interstate Compact on the Placement of Children (ICPC) is helpful, but it takes time.

Southwest Regional Administrators

Strengths

- + Coordination and collaboration between DCFS and CUCC has improved. DCFS and CUCC have had joint administrative meetings.
- + The quality of the Mental Health evaluations has improved.
- + The Journey program is doing a great job. One benefit of the Journey program is they can provide continuity of services whether the child is in or out of care and during transitional phases.

- + CUCC attendance at Family Team Meetings has improved. One strategy that has contributed to this improvement is moving meeting locations to CUCC offices.
- + The new judge in Washington County wants to convene the *Tables of Six*.
- + The relationship with the legal partners (AAG and GAL) is going well. When there are disagreements, it seems that everyone wants what is best for the children, so it is easy to find a solution that satisfies everyone.
- + Post-adoption workers are working hard and doing a great job.
- + Regional administrators are accountable and this attitude is applied to all levels of the Southwest region.

Needs

- Δ Recruit more foster families. There are not enough in the area to meet the need.
- Δ Peer Parent services are needed.
- Δ The spectrum of mental health treatment services is insufficient (i.e. residential, day treatment, substance abuse, sex abuse treatment, adult and youth).
- Δ It seems there was a process issue (in some areas) with how peer parents were hired. Apparently no one was recruited, screened, trained and assigned until after a referral was made. This resulted in cases waiting 5 to 6 months before starting services.
- Δ The local mental health authority seems to be overwhelmed with work; therefore foster child and foster families are ranked lower in priority. This leads to delays in the provision of services or services provided at a rate less than needed (twice per month instead of once every week).
- Δ It seems like the needs and situations of the families involved with the agency are becoming more severe and more complex. This is attributed to substance abuse, especially the abuse of more hard-core street drugs.
- Δ It seems that parents are more inclined to give up rather than face their challenges, which has resulted in more voluntary relinquishments.
- Δ Workload is generally high everywhere in the region, but there are some variations in workload numbers that appear inequitable and consequently contribute to poor morale.

Somewhere in the Middle

- ↔ Families First (from Utah County) program is very beneficial, and because of the success of this provider, there is a greater demand for this service and the demand now exceeds the availability of the service, which contributes to delays in the service start date.
- ↔ Coordination with Law Enforcement varies by agency and area. But on the positive side, the administrative team is trying to improve this through monthly meetings at the Children's Justice Center (CJC).

COMMUNITY PARTNERS

Strengths

- + Hearings have been timely. This has been a challenge in the past due to limited availability of court dates.
- + Family Team Meetings are occurring regularly (every 3 months).
- + A formalized agenda is being used in Family Team Meetings (FTMs) which has improved the productivity of this meeting.
- + Caseworkers are holding parents accountable at FTMs.
- + The quality of Child and Family Plans has improved.
- + CPS workers do a nice job of having proper identification when entering the school.
- + The school feels comfortable reporting concerns and has the reporting hotline number.
- + Both DCFS and JJS help keep the school safe and managed.
- + There seems to be sensitivity by DCFS, courts and providers when scheduling events around school schedules in order to avoid conflicts.
- + Coordination and work with and through the CJC has been great. The environment is much more “child-friendly”.
- + There continues to be an independently functioning Local Interagency Council, which has been helpful.
- + The availability of Centralized Intake (24/7) is helpful.
- + There is a general sense that DCFS is keeping children safe.
- + There are weekly coordination meetings involving DCFS, Law Enforcement courts etc, where information is discussed and decisions are made.
- + Peer Parenting is a far superior service compared to parenting classes.
- + There are increased efforts to locate and involve kin for placement.
- + Children’s needs are matched with placement.
- + DCFS offers rides or funds to help parents access neighboring communities where resources are more readily available (Utah County).
- + DCFS documentation to the Guardian ad Litem is timely.
- + The Guardian ad Litem is invited to Family Team Meetings.
- + There has been improved communication between DCFS and CUCC through phone and email.
- + CUCC is trying to attend more Family Team Meetings. This has improved since FTMs are scheduled in order to accommodate CUCC’s staff or at the CUCC office.
- + Joint Staff Meetings between the Manti DCFS office and CUCC has improved collaboration and partnership
- + DCFS staff has improved getting intake paperwork to CUCC for new referrals.
- + There is a functioning Interagency Collaboration group (a carry-over from the old Local Interagency Councils). CUCC leads the group. Members include CUCC, DCFS, education, etc.
- + The Resource Family Consultant is always available to foster parents.
- + Mental Health services for youth are good.
- + The Journey program in Ephraim is good- particularly the play therapy.
- + Access to medical and dental services seems pretty good.
- + School districts have been good to work with.
- + The licensing process is smooth and quick.

- + The new foster parent training by Utah Foster Care Foundation was helpful.
- + Foster parents report the caseworker's monthly visits to the home are usually between 10 and 45 minutes in duration depending on the needs and situation.

Needs

- Δ There is a limited availability for Age-appropriate parenting classes, limited by geography (location) or time of year (seasonally available).
- Δ Court reports have changed from the last year. In the past these reports were more robust and detailed but now they are less detailed and more big-picture. This is a step backwards in the quality of the reports.
- Δ There is a need for more proctor and group homes in the area.
- Δ Centralized Intake has not been as helpful as was the localized intake arrangement.
- Δ The local juvenile receiving center has reduced hours of operation.
- Δ It can take up to 45 minutes for an on-call worker to respond to some of the remote areas of the county.
- Δ The region needs more peer parenting resources.
- Δ Drug testing policies are poor. Tests are administered too infrequently (twice per month) and there is no collection site in Manti.
- Δ Drug treatment providers seem disinterested in seeing clients become successful in treatment.
- Δ There is room for improvement on providing CUCC copies of Child and Family Plans. But when plans are provided they generally go directly to the therapist, which is good.
- Δ CUCC does not do much with youth needing NOJOS treatment.
- Δ There is a need for services for native Spanish speaking families.
- Δ It is difficult to provide therapy more than once per week. This becomes an issue when courts order more frequent therapy.
- Δ There is a lot of variation from worker to worker or situation to situation on how that worker will approach the case.
- Δ Caseworkers rarely return calls from foster parents or if calls are returned they are not returned in a timely manner. This is situational and depends on which worker has the case.
- Δ CUCC does not provide particularly effective services to really young children.
- Δ There are long distances to travel in order to obtain services for children for foster parents in some communities. And specialized services require travel to St. George or the Wasatch front.
- Δ There is a need for more pre-placement information from CPS to the foster parent.
- Δ There is a need for more pre-placement information when placement changes occur.
- Δ Foster parents request more training for Structured Foster Parents.
- Δ One particular foster parent was deeply distressed that her personal cell phone number and home address were shared with a client.
- Δ Caseworkers seem resistant to identifying and promoting the child's connections to others (i.e grandparents).
- Δ The foster parent focus group reiterated **the top priorities**: better communication between caseworkers and foster parents; standardized expectations for each child by age;

and safeguard the personal contact information of the foster parents (address & phone numbers).

Somewhere in the middle

- ↔ In Manti and Richfield, goals and objectives on the plan are being updated in a timely manner and therefore better represent the situation and needs of the family/case. However in Kanab and Panguitch, updates are less timely.
- ↔ Drug testing seems to work well in Richfield but not at all in Sanpete County.
- ↔ There are not enough Peer Parenting resources for families. However, when it is provided, it is effective.
- ↔ It seems like there is an increase in heroin use in the area. Methamphetamine, marijuana and prescription drug abuse is still a problem.
- ↔ Drug cases are the most likely to end in the termination of parental rights and better drug testing might lead to better outcomes for families.
- ↔ Some kin caregivers better than others. Kin placement is preferable to an out-of-area placement.
- ↔ Workers are doing a good job with permanency planning and identifying a primary and concurrent goal. But efforts to explore and implement the concurrent goal are not initiated simultaneously so it's not really concurrent planning.
- ↔ There has been increased discussion pertaining to the primary and concurrent goals during FTMs but there is no action beyond the discussion.
- ↔ Children have a voice in the development of plans but lack presence in the court proceedings.
- ↔ Despite improvement in getting paperwork to CUCC, there is still incomplete information about the family's background. This occurs when foster parents is the primary contributor at the intake appointment
- ↔ There have been noted increases in prescription drug abuse.
- ↔ Communication within Family Team Meetings (FTMs) is generally good, however communication outside of FTMs is lacking. It seems that some communication shared by the foster parent to the caseworker does not get passed on to the GAL or others.
- ↔ Foster parents go to Resource Family Consultant when they need support but do not feel they will get the same attention from the assigned caseworker.
- ↔ Some foster parents feel that they have no voice in court proceedings and no opportunity to contribute to the court report or submit a report of their own, while others reported that they are expected to offer a brief oral report.
- ↔ Family Team Meetings were described to be "great" or "terrible" depending on the caseworker.
- ↔ Some Foster Parents reported that they were never given an agenda while another reported they were always given an agenda and having an agenda was definitely better at giving the meeting focus and purpose.

III. Child and Family Status, System Performance, Analysis, and Trends

The QCR findings are presented in graphic form to help quantify the observations of the qualitative review. Graphs show a comparison of scores for past years' reviews with the current review. The graphs of the two broad domains of Child and Family Status and System Performance show the percent of cases in which the key indicators were judged to be "acceptable." A six-point rating scale is used to determine whether or not an indicator is judged to be acceptable. Reviewers scored each of the cases reviewed using this rating scale. The range of ratings is as follows:

- 1: Completely Unacceptable
- 2: Substantially Unacceptable
- 3: Partially Unacceptable
- 4: Minimally Acceptable
- 5: Substantially Acceptable
- 6: Optimal Status/Performance

Child and Family Status and System Performance are evaluated using 15 key indicators. Graphs presenting the overall scores for each domain are presented below. They are followed by graphs showing the distribution of scores for each indicator within each of the two domains.

Child and Family Status Indicators

Overall Status

| Southwest Child Status | | | | | | | | | | | |
|------------------------------|----------------|----------------|---|---------------------------|--|------|------|------|------|------|---------------------|
| Southwest Child Status | # of cases (+) | # of cases (-) | Standard: 70% on all indicators. Exception is Safety = 85% | | | FY10 | FY11 | FY12 | FY13 | FY14 | FY15 Current Scores |
| | | | Standard: Criteria 85% on overall score | | | | | | | | |
| Safety | 19 | 1 | | <div><div>95%</div></div> | | 96% | 88% | 95% | 100% | 95% | 95% |
| Child Safe from Others | 19 | 1 | | <div><div>95%</div></div> | | na | 92% | 95% | 100% | 100% | 95% |
| Child Risk to Self or Others | 19 | 1 | | <div><div>95%</div></div> | | na | 96% | 100% | 100% | 95% | 95% |
| Stability | 18 | 2 | | <div><div>90%</div></div> | | 75% | 71% | 75% | 75% | 80% | 90% |
| Prospect for Permanence | 15 | 5 | | <div><div>75%</div></div> | | 75% | 63% | 65% | 70% | 60% | 75% |
| Health/Physical Well-being | 19 | 1 | | <div><div>95%</div></div> | | 100% | 100% | 100% | 100% | 100% | 95% |
| Emot./Behavioral Well-being | 19 | 1 | | <div><div>95%</div></div> | | 96% | 92% | 85% | 90% | 90% | 95% |
| Learning | 19 | 1 | | <div><div>95%</div></div> | | 92% | 92% | 80% | 85% | 95% | 95% |
| Family Connections | 6 | 2 | | <div><div>75%</div></div> | | na | na | 67% | 73% | 100% | 75% |
| Satisfaction | 18 | 2 | | <div><div>90%</div></div> | | 83% | 79% | 100% | 84% | 95% | 90% |
| Overall Score | 19 | 1 | | <div><div>95%</div></div> | | 96% | 88% | 85% | 95% | 95% | 95% |
| 0% 20% 40% 60% 80% 100% | | | | | | | | | | | |

Safety

Summative Questions: Is the child safe from threats of harm in his/her daily living, learning, working and recreational environments? Are others in the child's daily environments safe from the child? Does the child avoid self-endangerment and refrain from using behaviors that may put self and others at risk of harm?

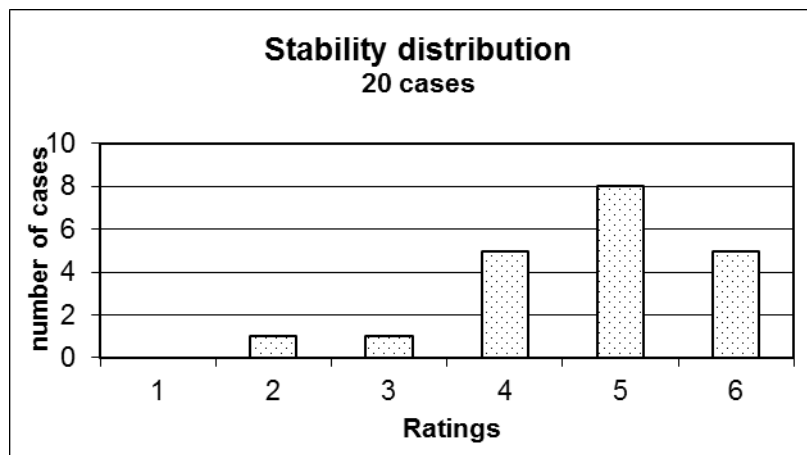
Findings: 95% of cases reviewed were in the acceptable range (4-6). This remained the same as last year's score. Out of the 20 cases reviewed, only one had an unacceptable score on Safety.



Stability

Summative Questions: Has the child's placement setting been consistent and stable? Are the child's daily living and learning arrangements stable and free from risk of disruption? If not, are appropriate services being provided to achieve stability and reduce the probability of disruption?

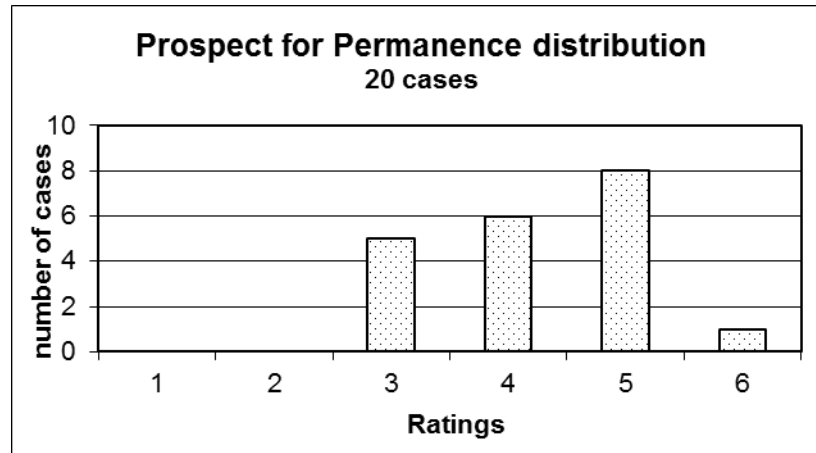
Findings: 90% of cases reviewed were in the acceptable range (4-6). This is an increase from last year's score of 80%. Stability has been steadily increasing over the past several years and this year's score represents the high score for Southwest region during the past 5 years.



Prospects for Permanence

Summative Questions: Is the child living with caregivers that the child, caregivers, and other stakeholders believe will endure until the child becomes independent? If not, is a permanency plan presently being implemented on a timely basis that will ensure that the child will live in enduring relationships that provide a sense of family, stability, and belonging?

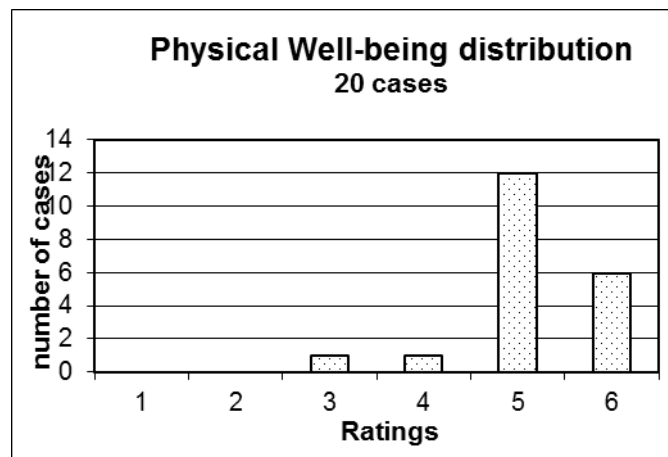
Findings: 75% of cases reviewed were within the acceptable range (4-6). This is an increase from last year's score of 60%. 75% is the 5-year high score for Southwest region.



Health/Physical Well-Being

Summative Questions: Is the child in good health? Are the child's basic physical needs being met? Does the child have health care services, as needed?

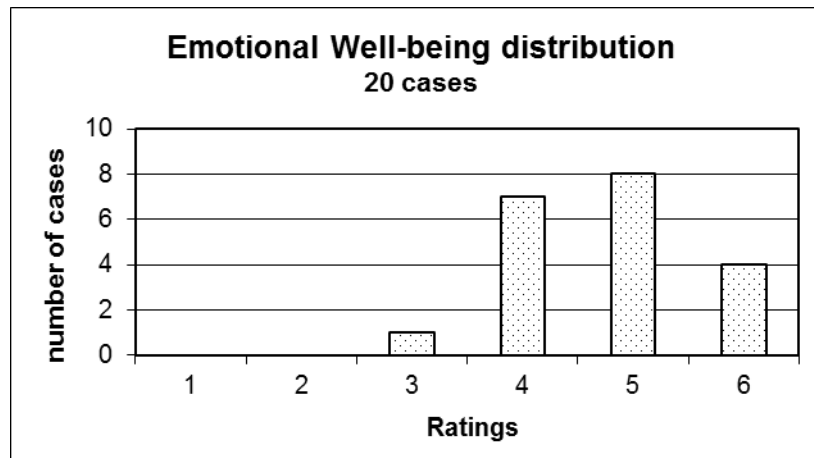
Findings: 95% of cases reviewed were in the acceptable range (4-6). This is a decrease from the 100% score Southwest region has achieved for the past several years on this indicator.



Emotional/Behavioral Well-Being

Summative Questions: Is the child doing well emotionally and behaviorally? If not, is the child making reasonable progress toward stable and adequate functioning, emotionally and behaviorally, at home and school?

Findings: 95% of cases reviewed were within the acceptable range (4-6). This is an increase from the 90% achieved in last year's review.

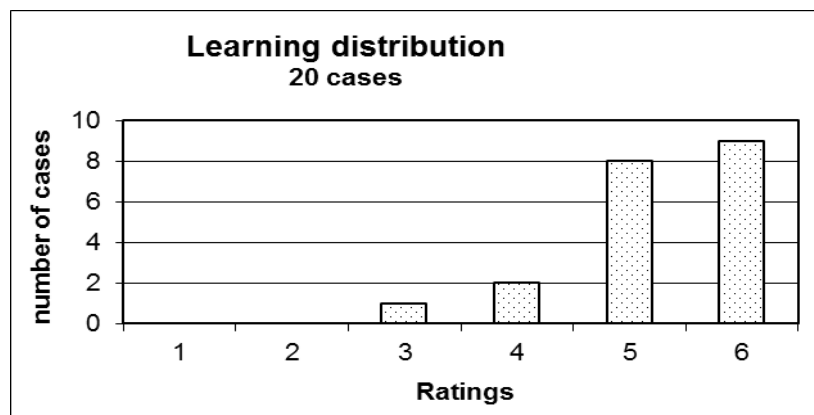


Learning Progress

Summative Question: (For children age five and older.) Is the child learning, progressing and gaining essential functional capabilities at a rate commensurate with his/her age and ability?

Note: There is a supplementary scale used with children under the age of five that puts greater emphasis on developmental progress. Scores from the two scales are combined for this report.

Findings: 95% of cases reviewed were within the acceptable range (4-6). This matches last year's score of 95% and is well above standard.

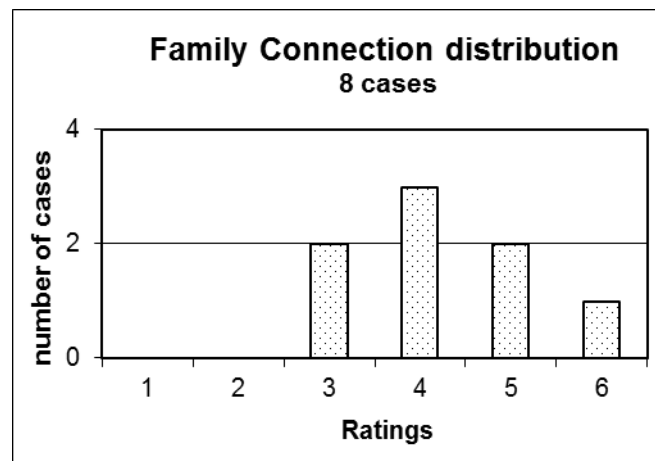


Family Connections

Summative Question: While the child and family are living apart, are family relationships and connections being maintained through appropriate visits and other connecting strategies, unless compelling reasons exist for keeping them apart?

Findings: 75% of cases scored acceptable on Overall Family Connections. The 25% decrease in this indicator represents the greatest change within the Child and Family Status domain.

This indicator measures whether or not the relationships between the child and the mother, father, siblings, and other important family members are being maintained. Child visits with mother were below standard while child visits with father were slightly above standard.



| Southwest Family Connections | | | | |
|------------------------------|----------------|----------------|------|---------------------|
| | # of cases (+) | # of cases (-) | FY14 | FY15 Current Scores |
| Overall Connections | 6 | 2 | 100% | 75% |
| Siblings | 0 | 0 | 100% | N/A |
| Mother | 3 | 2 | 100% | 60% |
| Father | 5 | 2 | 100% | 71% |
| Other | 1 | 0 | 100% | 100% |

Satisfaction

Summative Question: Are the child, parent/guardian, and substitute caregiver satisfied with the supports and services they are receiving?

Findings: 90% of cases reviewed were within the acceptable range (4-6) on the overall Satisfaction score. This is a decrease from last year's score of 95%. Reviewers rated the satisfaction of children, mothers, fathers, and caregivers. Scores for the individual parties ranged from 100% for Children to 67% for Fathers.

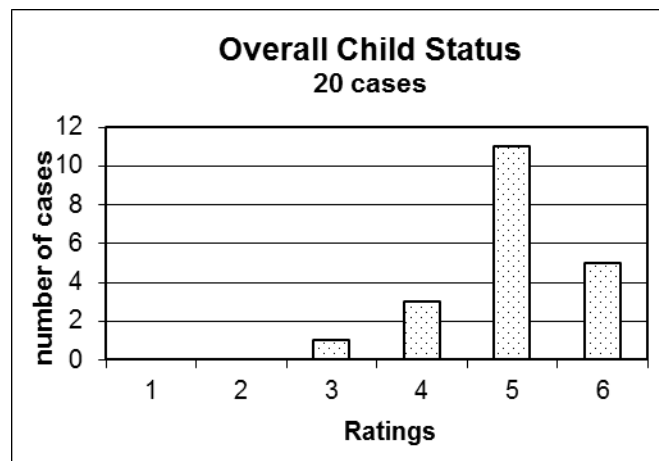


| Southwest Satisfaction | | | | |
|------------------------|----------------|----------------|------|---------------------|
| | # of cases (+) | # of cases (-) | FY14 | FY15 Current Scores |
| Satisfaction | 18 | 2 | 95% | 90% |
| Child | 7 | 0 | 100% | 100% |
| Mother | 10 | 3 | 80% | 77% |
| Father | 6 | 3 | 89% | 67% |
| Caregiver | 11 | 0 | 100% | 100% |
| Other | 6 | 0 | N/A | 100% |

Overall Child and Family Status





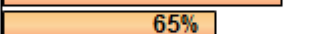



Summative Questions: Based on the Qualitative Case Review scores determined for the Child and Family Status indicators, how well are this child and family presently doing? A special scoring procedure is used to determine Overall Child and Family Status using the 6-point rating scale. In addition to scoring a 4 with this procedure, four of the first seven status indicators (minus Satisfaction) must score acceptable in order for the Overall Score to be acceptable. A unique condition affects the rating of Overall Child and Family status in every case: The Safety indicator always acts as a “trump” so that the Overall Child and Family status rating cannot be acceptable unless the Safety indicator is also acceptable.

Findings: 95% of cases reviewed were within the acceptable range (4-6). This is identical to last year’s excellent score of 95%.



System Performance Indicators

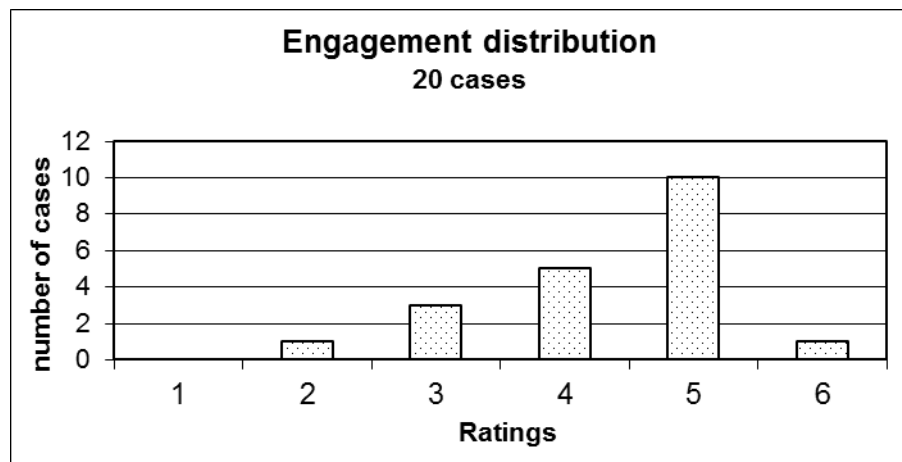
Overall System

| Southwest System Performance | | | | | | | | | |
|------------------------------|----------------|----------------|--|------------|------------|------------|------------|------------|---------------------|
| Southwest System Performance | # of cases (+) | # of cases (-) | Standard: 70% on all indicators Standard: 85% on overall score | FY10 | FY11 | FY12 | FY13 | FY14 | FY15 Current Scores |
| Engagement | 16 | 4 |  | 88% | 75% | 90% | 90% | 95% | 80% |
| Teaming | 18 | 2 |  | 63% | 75% | 65% | 75% | 85% | 90% |
| Assessment | 17 | 3 |  | 75% | 79% | 75% | 85% | 90% | 85% |
| Long-term View | 17 | 3 |  | 75% | 63% | 65% | 75% | 65% | 85% |
| Child & Family Plan | 13 | 7 |  | 83% | 75% | 80% | 85% | 95% | 65% |
| Intervention Adequacy | 18 | 2 |  | 83% | 88% | 80% | 80% | 85% | 90% |
| Tracking & Adapting | 17 | 3 |  | 71% | 79% | 85% | 85% | 90% | 85% |
| Overall Score | 17 | 3 |  | 92% | 83% | 80% | 85% | 95% | 85% |
| 0% 20% 40% 60% 80% 100% | | | | | | | | | |

Engagement

Summative Questions: Has the agency made concerted efforts to actively involve parents and children in the service process and in making decisions about the child and family? To what extent has the agency used rapport building strategies, including special accommodations, to engage the family?

Findings: 80% of cases reviewed were within the acceptable range (4-6). This is a decrease from last year's score of 95% and above standard. Separate scores were given for child, mother, father and guardian. An overall score was then selected by the reviewer. Scores for the various groups ranged from a high of 100% for the child to 55% for Fathers.

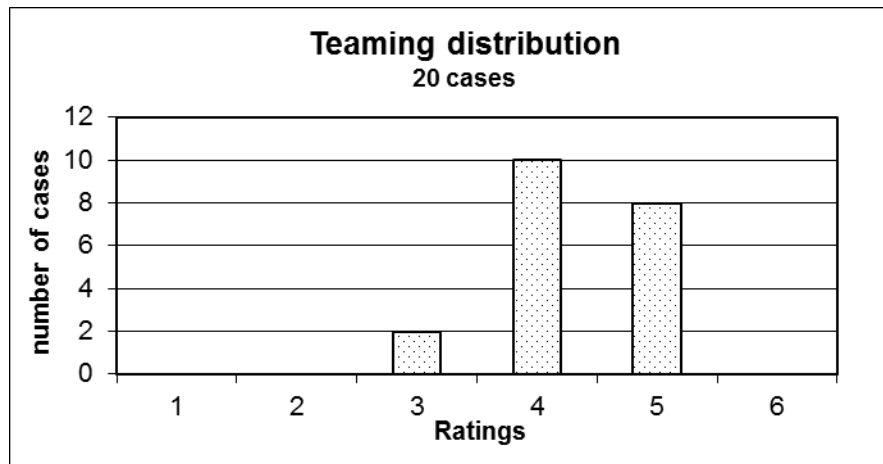


| Southwest Engagement | | | | |
|----------------------|----------------------|----------------------|------|---------------------------|
| | # of cases (+) | # of cases (-) | FY14 | FY15 Current Scores |
| Engagement | 16 | 4 | 95% | 80% |
| Child | 13 | 0 | 100% | 100% |
| Mother | 10 | 5 | 87% | 67% |
| Father | 6 | 5 | 90% | 55% |
| Other | 10 | 0 | 100% | 100% |

Teaming

Summative Questions: Do the child, family, and service providers function as a team? Do the actions of the team reflect a pattern of effective teamwork and collaboration that benefits the child and family? Is there effective coordination in the provision of services across all providers?

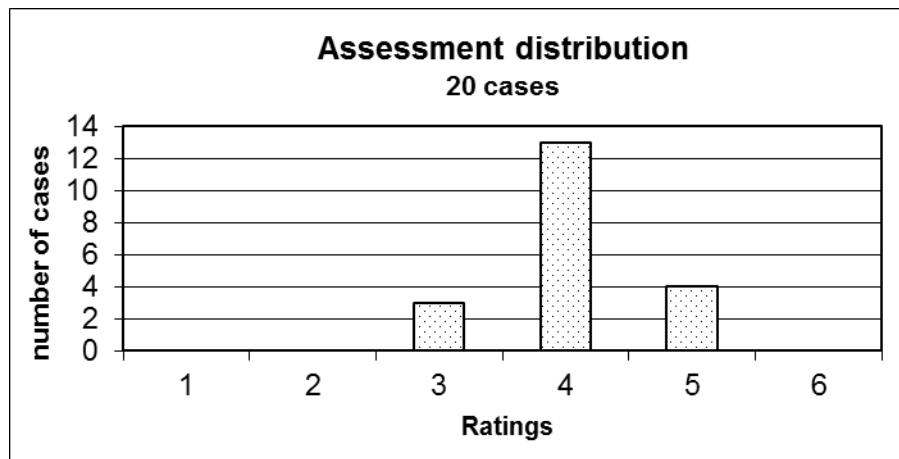
Findings: 90% of cases reviewed were within the acceptable range (4-6). This is an increase from last year's score of 85% and above standard. The teaming score has increased steadily by 25% over the past three years.



Assessment

Summative Questions: Are the current, obvious and substantial strengths and needs of the child and family identified through existing assessments, both formal and informal, so that all interveners collectively have a “big picture” understanding of the child and family? Do the assessments help the team draw conclusions on how to provide effective services to meet the child’s needs for enduring permanency, safety, and well-being? Are the critical underlying issues identified that must be resolved for the child to live safely with his/her family independent of agency supervision or to obtain an independent and enduring home?

Findings: 85% of cases reviewed were in the acceptable range (4-6). This is a decrease from last year’s score of 90% and well above the 70% standard. Individual scores were given for this indicator. The scores ranged from a high of 100% on the Child’s score to 67% for Mothers.

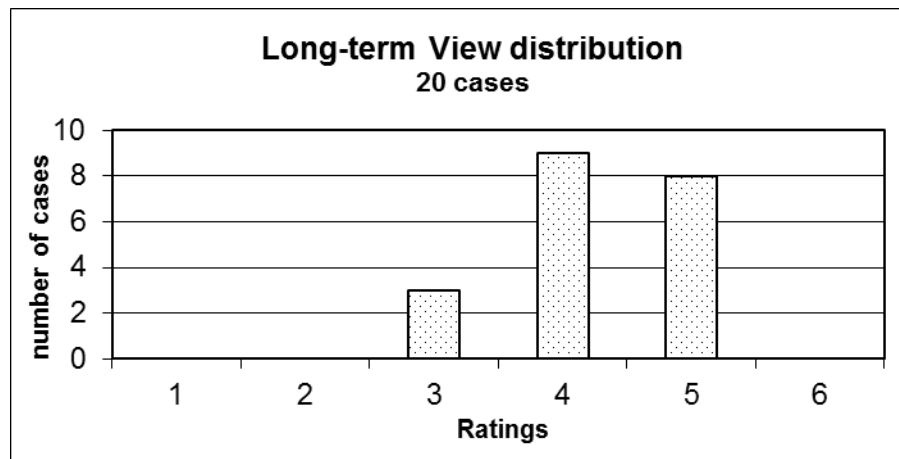


| Southwest Assessment | | | | |
|----------------------|----------------|----------------|---------------------|---------------------|
| | # of cases (+) | # of cases (-) | FY14 Current Scores | FY15 Current Scores |
| Overall Assessments | 17 | 3 | 90% | 85% |
| Child | 20 | 0 | 95% | 100% |
| Mother | 10 | 5 | 80% | 67% |
| Father | 8 | 3 | 60% | 73% |
| Caregiver | 11 | 0 | 92% | 100% |
| Other | 1 | 4 | N/A | 20% |

Long-Term View

Summative Questions: Is there a path that will lead the family and/or child toward achieving enduring safety and permanency without DCFS interventions? Is it realistic and achievable? Does the team, particularly the child/family, understand the path and destination? Does the path provide steps and address the next major transition(s) toward achieving enduring safety and permanence independent of DCFS interventions?

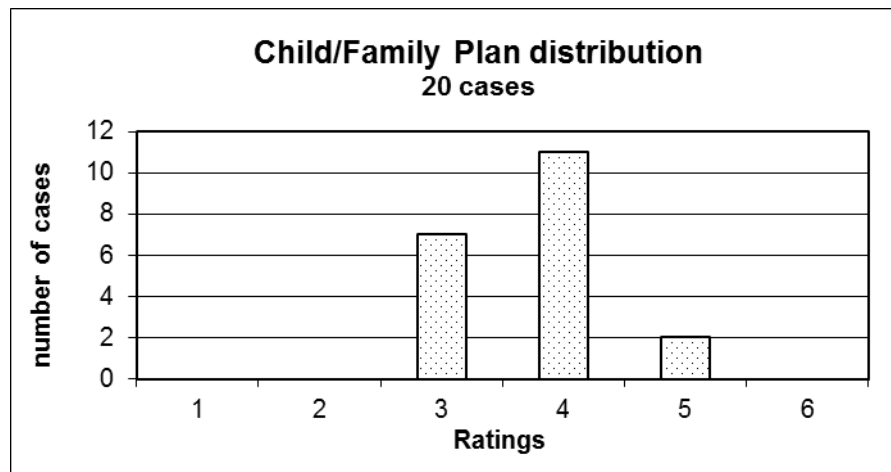
Findings: 85% of cases reviewed were within the acceptable range (4-6). This is an increase from last year's score of 65%.



Plan

Summative Questions: Is the Child and Family Plan individualized and relevant to needs and goals? Are supports, services and interventions assembled into a holistic and coherent service process that provides a mix of elements uniquely matched to the child/family's situation and preferences? Does the combination of supports and services fit the child and family's situation so as to maximize potential results and minimize conflicting strategies and inconveniences?

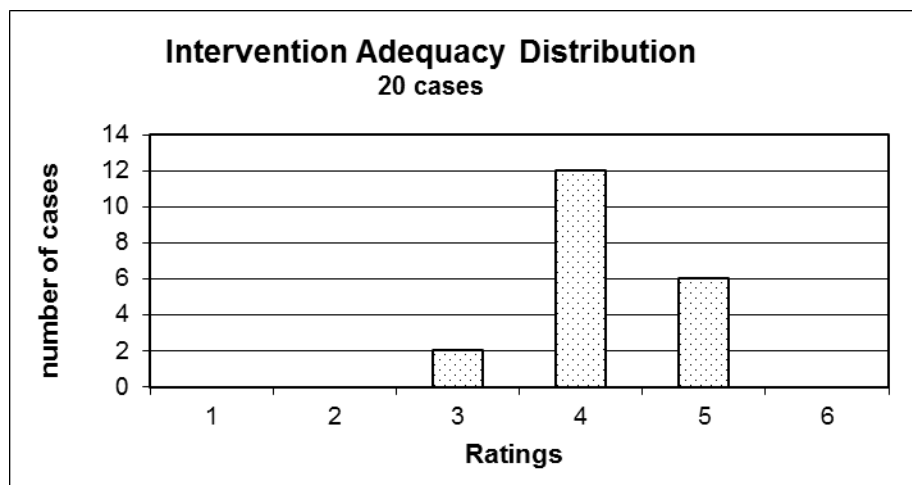
Findings: 65% of cases reviewed were within the acceptable range (4-6). This is a decrease from last year's score of 95% and fall below standard.



Intervention Adequacy

Summative Questions: To what degree are the planned interventions, services, and supports being provided to the child and family of sufficient power (precision, intensity, duration, fidelity, and consistency) and beneficial effect to produce results that would enable the child and family to live safely and independent from DCFS?

Findings: 90% of cases reviewed were within the acceptable range (4-6). This is an increase from last year's score of 85% and above standard. This indicator was scored separately for Child, Mother, Father, and Caregiver. Scores ranged from a high of 100% for Caregivers to 90% for Child and 75% for Mothers. However Fathers scored 50% and Others scored 40% which is below standard.

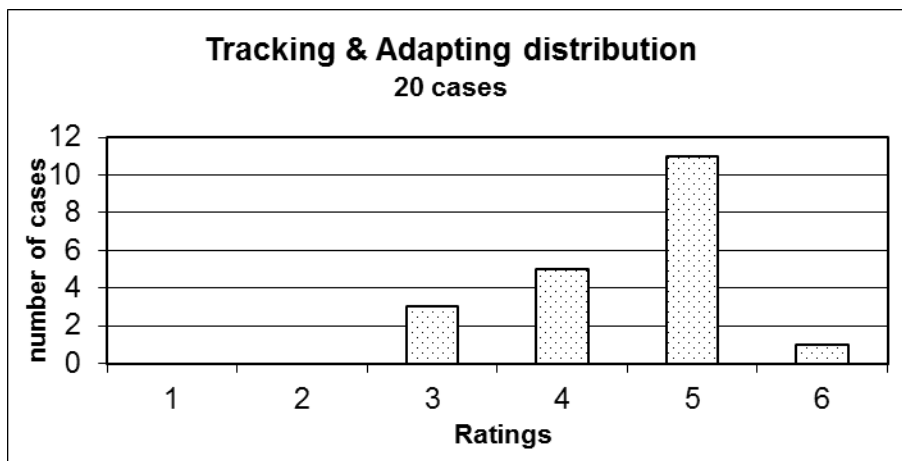


| Southwest Intervention Adequacy | | | | |
|--------------------------------------|----------------|----------------|------|---------------------|
| | # of cases (+) | # of cases (-) | FY14 | FY15 Current Scores |
| Overall Intervention Adequacy | 18 | 2 | 85% | 90% |
| Child | 18 | 2 | 95% | 90% |
| Father | 5 | 5 | 63% | 50% |
| Mother | 9 | 3 | 67% | 75% |
| Caregiver | 11 | 0 | 100% | 100% |
| Other | 2 | 3 | 100% | 40% |

Tracking and Adaptation

Summative Questions: Are the child and family status, service process, and progress routinely monitored and evaluated by the team? Are services modified to respond to the changing needs of the child and family and to apply knowledge gained about service efforts and results to create a self-correcting service process?

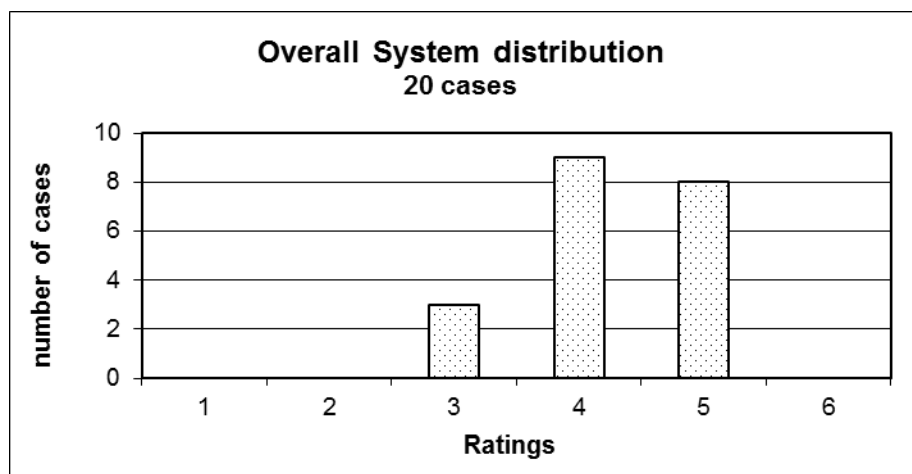
Findings: 85% of cases reviewed were in the acceptable range (4-6). This was a decrease from last year's score of 90% and meets the standard.



Overall System Performance

Summative Questions: Based on the Qualitative Case Review scores determined for System Performance indicators, how well is the service system functioning for this child now? A special scoring procedure is used to determine Overall System Performance using the 6-point rating scale. Four of the seven system performance indicators must score acceptable in order for the overall score to be acceptable.

Findings: 85% of cases reviewed were within the acceptable range (4-6). This is a 10 point decrease from last year's score and above the standard.



Outcome Matrix

The display below presents a matrix analysis of the service testing results during the current QCR. Each of the cells in the matrix shows the percent of children and families experiencing one of four possible outcomes:

- Outcome 1: child and family status acceptable, system performance acceptable
- Outcome 2: child and family status unacceptable, system performance acceptable
- Outcome 3: child and family status acceptable, system performance unacceptable
- Outcome 4: child and family status unacceptable, system performance unacceptable

The desired result is to have as many children and families in Outcome 1 as possible and as few in Outcome 4 as possible. It is fortunate that some children and families do well in spite of unacceptable system performance (Outcome 3). Experience suggests that these are most often either unusually resilient or resourceful children and families, or children and families who have some “champion” or advocate who protects them from the shortcomings of the system. Unfortunately, there may also be some children and families who, in spite of good system performance, do not do well. (These children and families would fall in Outcome 2).

The outcome matrix for children and families reviewed indicates that 80% of the cases had acceptable ratings on both Child Status and System Performance. There was one case that rated unacceptable on Child Status and acceptable on System Performance, and three cases that rated acceptable on Child Status and unacceptable on System Performance. There were no cases that rated unacceptable in both domains.

| | Favorable Status of Child Outcome 1 | Unfavorable Status of Child Outcome 2 | |
|---------------------------------------|---|---|-----|
| Acceptable System Performance | Good status for the child, agency services presently acceptable. n= 16 80% | Poor status for the child, agency services minimally acceptable but limited in reach or efficacy. n= 1 5% | 85% |
| Unacceptable System Performance | Outcome 3 Good status for the child, agency Mixed or presently unacceptable. n= 3 15% | Outcome 4 Poor status for the child, agency presently unacceptable. n= 0 0% | 15% |
| | 95% | 5% | |

V. Analysis of the Data

RESULTS BY CASE TYPE

The following tables compare how the different Case Types performed on some key child status and core system performance indicators. There were no family preservation (PFP/PFR) cases and only one voluntary case (PSC) in the sample. Court ordered In-home services cases (PSS) scored 100% on Overall Child Status and 80% on Overall System Performance. Foster Care cases scored Overall Child Status (93%) and Overall System Performance (86%). All key indicators except Permanency and Child and Family Plan scored above standard on foster cases. All key indicators except Child and Family Plan scored 80% or more on In-home cases.

| Case Type | | # in Sample | Safety | Prospects for Permanence | Overall Child Status | Engagement | Teaming | Assessment | Long-Term View | Child and Family Plan | Intervention Adequacy | Tracking & Adapting | Overall System Performance |
|-------------|-----|-------------|--------|--------------------------|----------------------|------------|---------|------------|----------------|-----------------------|-----------------------|---------------------|----------------------------|
| Foster Care | SCF | 14 | 93% | 64% | 93% | 71% | 93% | 93% | 79% | 64% | 93% | 86% | 86% |
| In-Home | PSS | 5 | 100% | 100% | 100% | 100% | 80% | 80% | 100% | 60% | 80% | 80% | 80% |
| In-Home | PSC | 1 | 100% | 100% | 100% | 100% | 100% | 0% | 100% | 100% | 100% | 100% | 100% |
| In-Home | PFP | 0 | N/A | N/A | N/A | N/A | N/A | N/A | N/A | N/A | N/A | N/A | N/A |

A collection of demographic information regarding cases included in the case sample includes the question, “Did the child come into services due to delinquency instead of abuse and neglect?” Only two of the 19 cases (11%) in the sample are reported to have entered services due to delinquency rather than abuse or neglect. One case (SW20) did not report a Delinquency/Non-Delinquency status. The following table shows that delinquency cases scored very well on Stability, but one of two cases had unacceptable Prospects for Permanency. Delinquency cases scored 50% on Overall Child Status (regardless of the safety-trump rule) and 100% on Overall System Performance.

| Case Type | # in Sample | Stability | Prospects for Permanence | Overall Child Status | Overall System Performance |
|-----------------|-------------|-----------|--------------------------|----------------------|----------------------------|
| Delinquency | 2 | 100% | 50% | 50% | 100% |
| Non-Delinquency | 17 | 88% | 76% | 100% | 82% |

RESULTS BY PERMANENCY GOAL

The following table compares how the different Permanency Goals performed on some key child status and core system performance indicators. There were five different Permanency Goal types represented in the review. Prospects for Permanence and Long-term View are the two indicators that are closely connected to the permanency goal type. Cases with Reunification goals scored significantly below standard on Permanency at 44% and slightly below standard on Long-term View at 67%.

| Permanency Goal | # in Sample | Safety | Prospects for Permanence | Overall Child Status | Engagement | Teaming | Assessment | Long-Term View | Child and Family Plan | Intervention Adequacy | Tracking & Adapting | Overall System Performance |
|------------------------|-------------|--------|--------------------------|----------------------|------------|---------|------------|----------------|-----------------------|-----------------------|---------------------|----------------------------|
| Adoption | 3 | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 33% | 100% | 100% | 100% |
| Guardianship (Non-Rel) | 0 | N/A | N/A | N/A | N/A | N/A | N/A | N/A | N/A | N/A | N/A | N/A |
| Guardianship (Rel) | 1 | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% |
| Individualized Perm. | 1 | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% |
| Remain Home | 6 | 100% | 100% | 100% | 100% | 83% | 67% | 100% | 67% | 83% | 83% | 83% |
| Reunification | 9 | 89% | 44% | 89% | 56% | 89% | 89% | 67% | 67% | 89% | 78% | 78% |

RESULTS BY CASEWORKER DEMOGRAPHICS

Caseload

The following table compares how caseload may have affected some key Child Status and System Performance indicators. Caseloads in the sample were divided into two categories: caseloads of 16 cases or less and caseloads of 17 cases or more. The sample shows that five workers had a high caseload. The total sample size was 19 rather than 20 because one case (SW09) didn't provide caseload information.

| Caseload Size | # in Sample | Safety | Prospects for Permanence | Overall Child Status | Engagement | Teaming | Assessment | Long-Term View | Child and Family Plan | Intervention Adequacy | Tracking & Adapting | Overall System Performance |
|------------------|-------------|--------|--------------------------|----------------------|------------|---------|------------|----------------|-----------------------|-----------------------|---------------------|----------------------------|
| 16 cases or less | 14 | 93% | 79% | 93% | 86% | 93% | 86% | 86% | 71% | 86% | 86% | 86% |
| 17 cases or more | 5 | 100% | 60% | 100% | 80% | 80% | 80% | 80% | 40% | 100% | 80% | 80% |

Worker Experience

The following table compares how Length of Employment as a caseworker impacts performance. The workers were distributed very evenly over the years of experience. Looking at years of experience reveals that caseworkers who have 5 years of service and greater performed poorer than workers with less than 5 years of service. Cases performed well on nearly all indicators, the exceptions being Prospects for Permanence, Engagement, and Child and Family Plan.

| Length of Employment in Current Position | # in Sample | Safety | Prospects for Permanence | Overall Child Status | Engagement | Teaming | Assessment | Long-Term View | Child and Family Plan | Intervention Adequacy | Tracking & Adapting | Overall System Performance |
|--|-------------|--------|--------------------------|----------------------|------------|---------|------------|----------------|-----------------------|-----------------------|---------------------|----------------------------|
| Less than 12 months | 1 | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% |
| 12 to 24 months | 5 | 80% | 60% | 80% | 80% | 100% | 100% | 60% | 40% | 100% | 80% | 80% |
| 24 to 36 months | 5 | 100% | 100% | 100% | 100% | 80% | 100% | 100% | 100% | 100% | 100% | 100% |
| 36 to 48 months | 2 | 100% | 50% | 100% | 100% | 100% | 100% | 100% | 0% | 100% | 100% | 100% |
| 48 to 60 months | 2 | 100% | 50% | 100% | 50% | 100% | 50% | 100% | 100% | 50% | 100% | 100% |
| 60 to 72 months | 1 | 100% | 0% | 100% | 0% | 0% | 0% | 0% | 100% | 100% | 0% | 0% |
| More than 72 months | 4 | 100% | 100% | 100% | 75% | 100% | 75% | 100% | 50% | 75% | 75% | 75% |

RESULTS BY OFFICE

The following table compares how offices within the region performed on key Child Status and System Performance indicators. Cases from five offices were selected as part of the sample. Six of the seven offices (Beaver, Cedar City, Kanab, Manti, Richfield and St. George) were represented in the sample. Beaver and Manti scored 100% on both Overall Child Status and Overall System Performance. Three of the six offices had a sample size of only 1 or 2 cases; so one unacceptable score could result in a score of 0% or 50%.

| Office | # in Sample | Safety | Prospects for Permanence | Overall Child Status | Engagement | Teaming | Assessment | Long-Term View | Child and Family Plan | Intervention Adequacy | Tracking & Adapting | Overall System Performance |
|------------|-------------|--------|--------------------------|----------------------|------------|---------|------------|----------------|-----------------------|-----------------------|---------------------|----------------------------|
| Beaver | 1 | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 0% | 100% | 100% | 100% |
| Cedar City | 6 | 100% | 100% | 100% | 83% | 83% | 100% | 100% | 67% | 100% | 83% | 83% |
| Kanab | 1 | 0% | 0% | 0% | 100% | 100% | 100% | 0% | 0% | 100% | 100% | 100% |
| Manti | 2 | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% |
| Panguitch | 0 | N/A | N/A | N/A | N/A | N/A | N/A | N/A | N/A | N/A | N/A | N/A |
| Richfield | 4 | 100% | 75% | 100% | 100% | 100% | 50% | 100% | 50% | 75% | 75% | 75% |
| St. George | 6 | 100% | 50% | 100% | 50% | 83% | 83% | 67% | 83% | 83% | 83% | 83% |

RESULTS BY AGE

OSR looked at the effect of age on Stability, Permanency, Overall Child Status, and Overall System Performance. Younger children were more stable than older children. Older children had better Overall System Performance scores than younger children.

| Age | # in Sample | Stability | Prospects for Permanence | Overall Child Status | Overall System Performance |
|-----------------|-------------|-----------|--------------------------|----------------------|----------------------------|
| 5 years or less | 7 | 100% | 71% | 100% | 71% |
| 6-10 years | 7 | 100% | 86% | 86% | 86% |
| 11-15 years | 4 | 75% | 50% | 100% | 100% |
| 16 + years | 2 | 50% | 100% | 100% | 100% |

SYSTEM INDICATORS

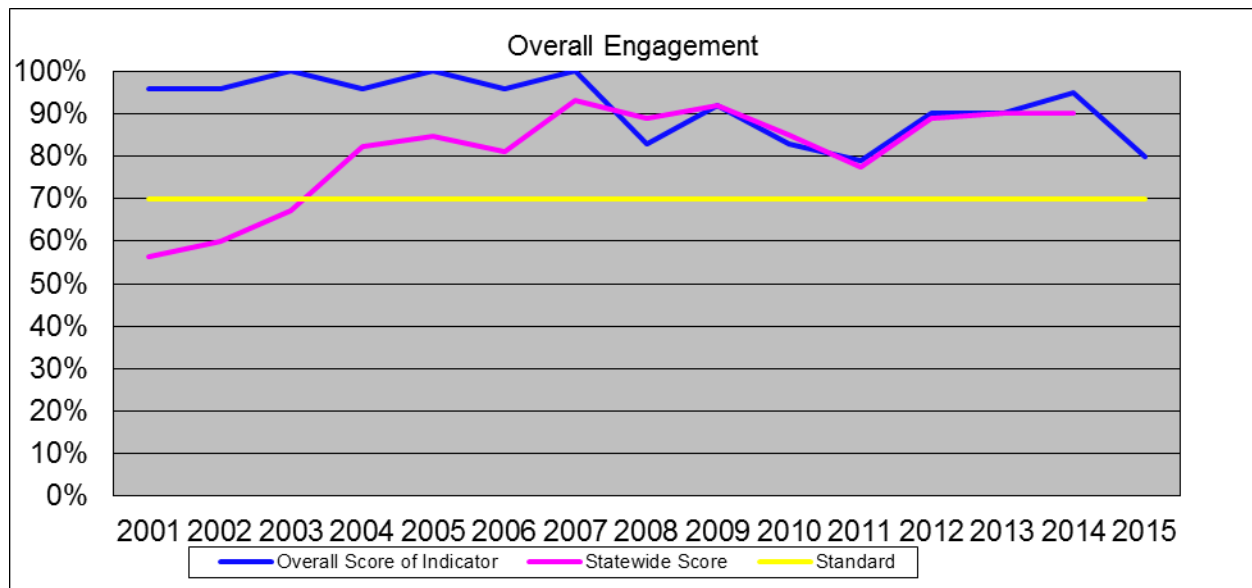
Below is data for all system indicators (Engagement, Teaming, Assessment, Long-term View, Child and Family Plan, Intervention Adequacy, and Tracking and Adaptation) over the last 14 years showing how the ratings of 1 (completely unacceptable), 2 (substantially unacceptable), 3 (partially unacceptable), 4 (minimally acceptable), 5 (substantially acceptable) and 6 (optimal) are trending within each indicator. The table for each indicator in the section below shows an average and percentage score for that indicator. The line graph represents the percentage of the indicator that scored within the acceptable range. The most ideal trend would be to see an increase in the average score of the indicator along with an increase in the percentage score.

Statewide scores for FY2015 will not be available until the end of the fiscal year and therefore do not appear in the following tables or charts.

Child and Family Engagement

Both the average and the percentage scores on Engagement decreased this year.

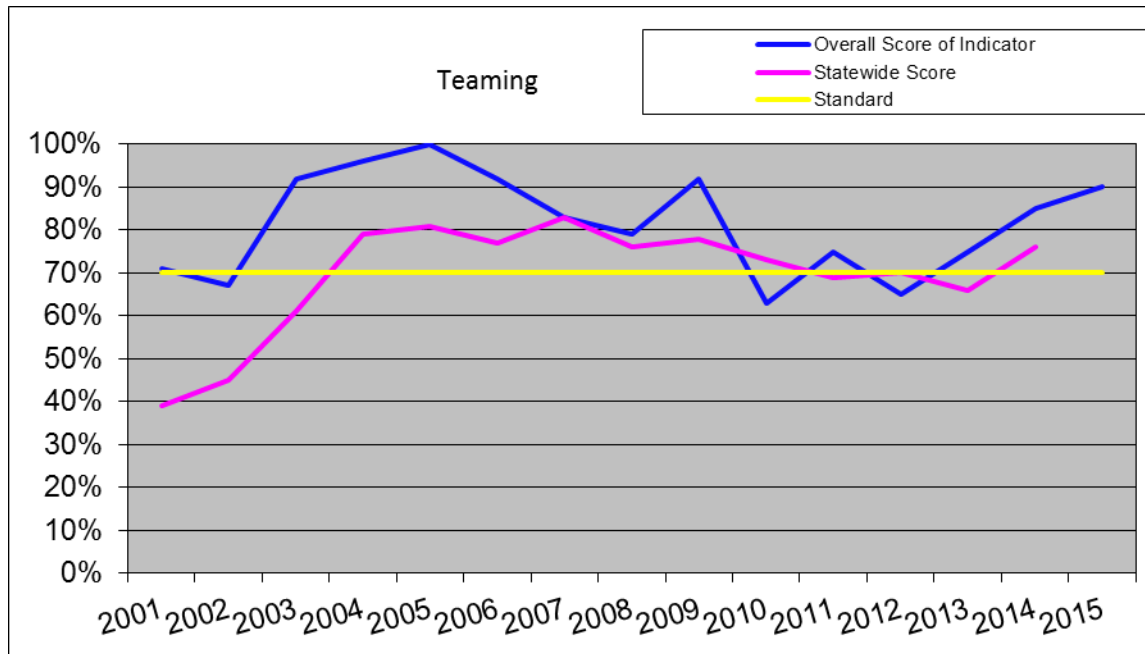
| Overall Engagement | | | | | | | | | | | | | | | |
|----------------------------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|
| | 2001 | 2002 | 2003 | 2004 | 2005 | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 |
| Average Score of Indicator | 4.29 | 3.96 | 4.54 | 4.88 | 5.00 | 4.63 | 4.43 | 4.54 | 4.54 | 4.33 | 4.04 | 4.40 | 4.40 | 4.70 | 4.35 |
| Overall Score of Indicator | 96% | 96% | 100% | 96% | 100% | 96% | 100% | 83% | 92% | 83% | 79% | 90% | 90% | 95% | 80% |
| Statewide Score | 56% | 60% | 67% | 82% | 85% | 81% | 93% | 89% | 92% | 85% | 77% | 89% | 90% | 90% | |



Teaming

The Teaming score rose from 85% to 90%, and the average score also rose slightly. The region exceeded the state score last year and is likely to do so again this year.

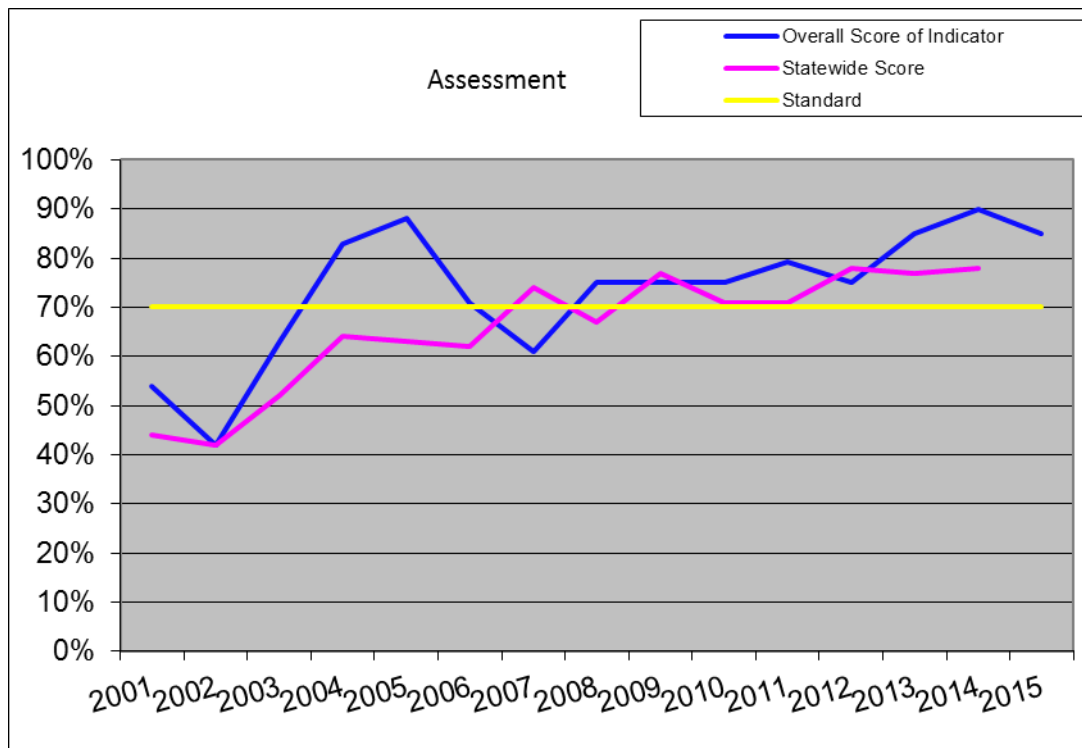
| Teaming | | | | | | | | | | | | | | | |
|----------------------------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|
| | 2001 | 2002 | 2003 | 2004 | 2005 | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 |
| Average Score of Indicator | 4.00 | 3.88 | 4.63 | 4.63 | 5.00 | 4.63 | 4.17 | 4.17 | 4.42 | 4.00 | 4.08 | 4.05 | 4.05 | 4.15 | 4.30 |
| Overall Score of Indicator | 71% | 67% | 92% | 96% | 100% | 92% | 83% | 79% | 92% | 63% | 75% | 65% | 75% | 85% | 90% |
| Statewide Score | 39% | 45% | 61% | 79% | 81% | 77% | 83% | 76% | 78% | 73% | 69% | 70% | 66% | 76% | |



Assessment

Both the average and percentage scores decreased slightly this year. However it appears the region will easily exceed the state score.

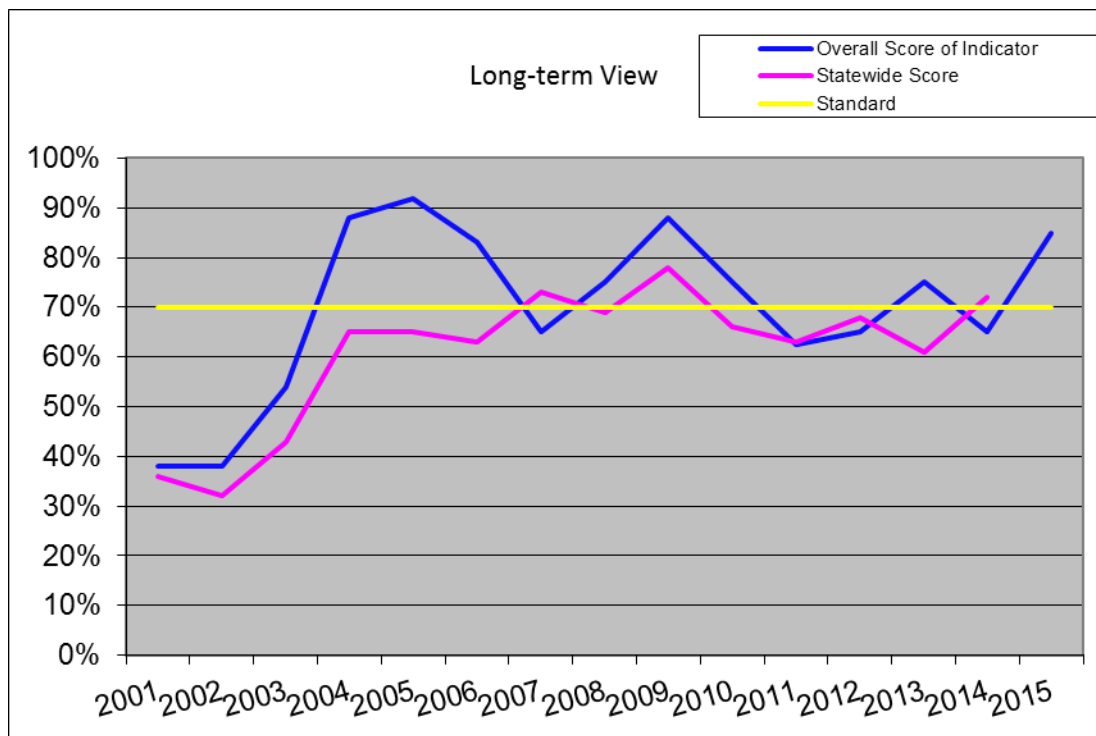
| Assessment | | | | | | | | | | | | | | | |
|----------------------------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|
| | 2001 | 2002 | 2003 | 2004 | 2005 | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 |
| Average Score of Indicator | 3.83 | 3.42 | 3.96 | 4.25 | 4.54 | 4.29 | 3.83 | 4.13 | 4.04 | 3.96 | 4.04 | 4.00 | 4.10 | 4.15 | 4.05 |
| Overall Score of Indicator | 54% | 42% | 63% | 83% | 88% | 71% | 61% | 75% | 75% | 75% | 79% | 75% | 85% | 90% | 85% |
| Statewide Score | 44% | 42% | 52% | 64% | 63% | 62% | 74% | 67% | 77% | 71% | 71% | 78% | 77% | 78% | |



Long-Term View

Both the average and percentage scores improved this year. It appears the region will exceed the statewide score for this indicator.

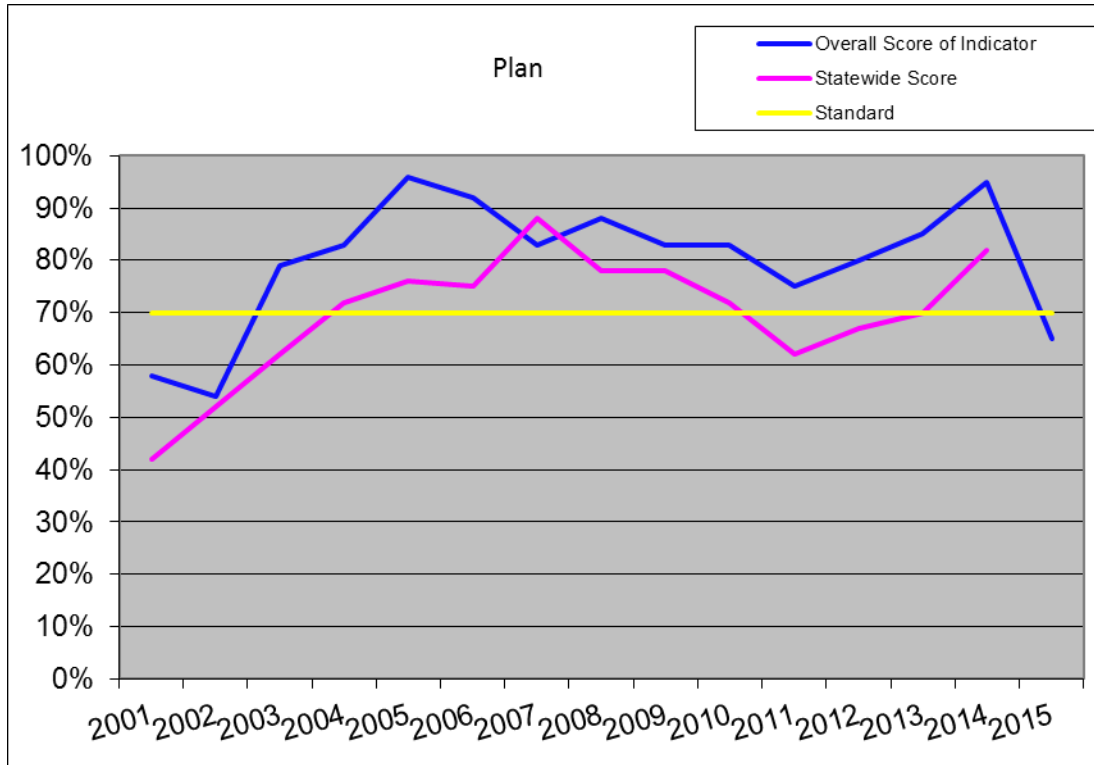
| Long-Term View | | | | | | | | | | | | | | | |
|----------------------------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|
| | 2001 | 2002 | 2003 | 2004 | 2005 | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 |
| Average Score of Indicator | 3.42 | 3.13 | 3.83 | 4.42 | 4.54 | 4.38 | 3.83 | 4.08 | 4.29 | 4.13 | 3.92 | 3.95 | 4.15 | 3.85 | 4.25 |
| Overall Score of Indicator | 38% | 38% | 54% | 88% | 92% | 83% | 65% | 75% | 88% | 75% | 63% | 65% | 75% | 65% | 85% |
| Statewide Score | 36% | 32% | 43% | 65% | 65% | 63% | 73% | 69% | 78% | 66% | 63% | 68% | 61% | 72% | |



Plan

The percentage and average scores decreased this year. The region score is expected to be below the state score.

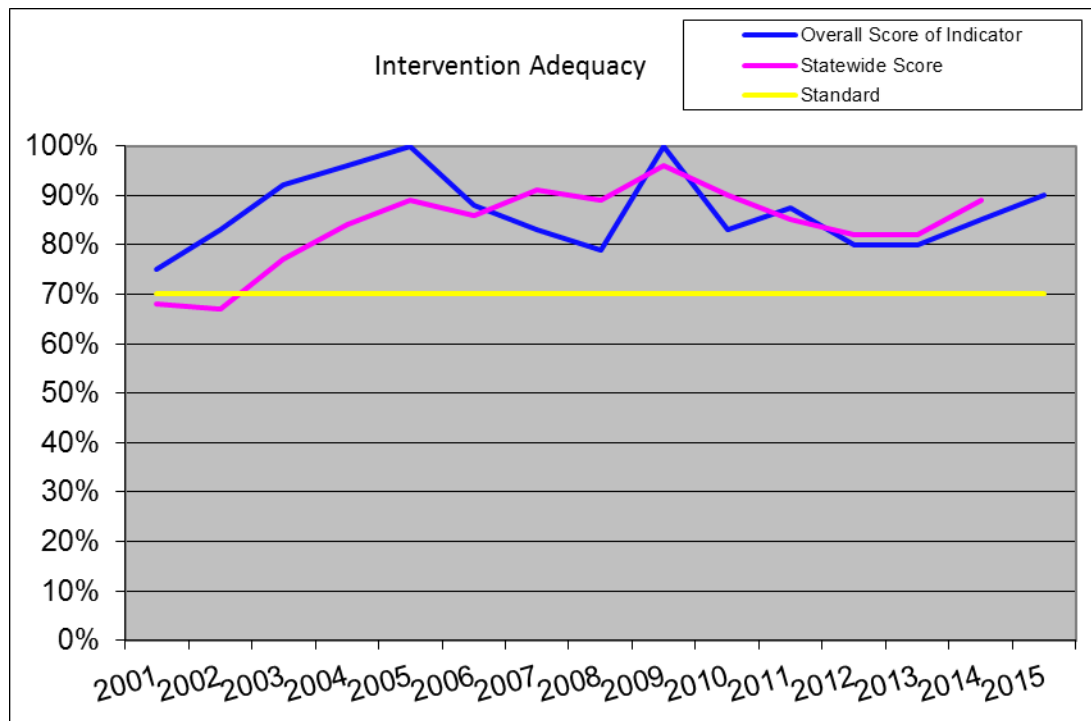
| Child and Family Plan | | | | | | | | | | | | | | | |
|----------------------------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|
| | 2001 | 2002 | 2003 | 2004 | 2005 | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 |
| Average Score of Indicator | 3.79 | 3.63 | 4.17 | 4.38 | 4.71 | 4.58 | 4.13 | 4.29 | 4.21 | 4.21 | 4.04 | 4.05 | 4.25 | 4.15 | 3.75 |
| Overall Score of Indicator | 58% | 54% | 79% | 83% | 96% | 92% | 83% | 88% | 83% | 83% | 75% | 80% | 85% | 95% | 65% |
| Statewide Score | 42% | 52% | 62% | 72% | 76% | 75% | 88% | 78% | 78% | 72% | 62% | 67% | 70% | 82% | |



Intervention Adequacy

The percentage score improved from last year; however, the average score decreased. This means there were more cases that scored acceptable, but the score on the individual cases were not as high.

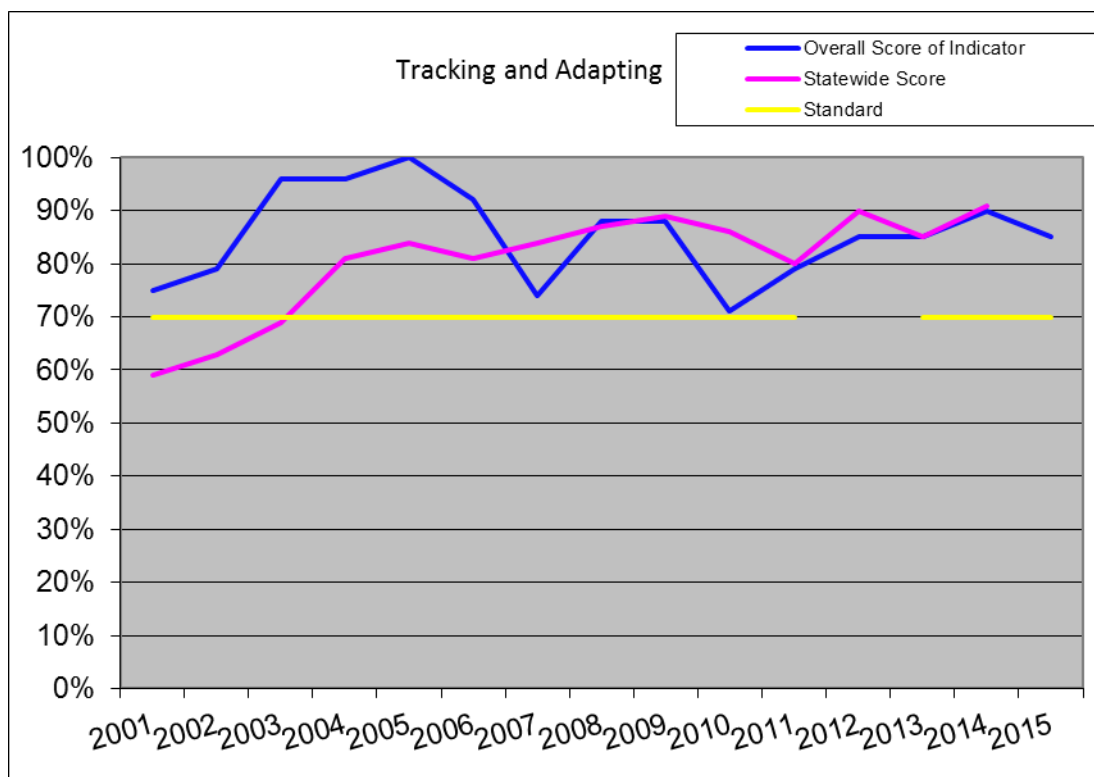
| Intervention Adequacy | | | | | | | | | | | | | | | |
|----------------------------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|
| | 2001 | 2002 | 2003 | 2004 | 2005 | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 |
| Average Score of Indicator | 4.08 | 4.21 | 4.63 | 4.75 | 5.04 | 4.54 | 4.17 | 4.33 | 4.75 | 4.54 | 4.21 | 4.15 | 4.25 | 4.25 | 4.20 |
| Overall Score of Indicator | 75% | 83% | 92% | 96% | 100% | 88% | 83% | 79% | 100% | 83% | 88% | 80% | 80% | 85% | 90% |
| Statewide Score | 68% | 67% | 77% | 84% | 89% | 86% | 91% | 89% | 96% | 90% | 85% | 82% | 82% | 89% | |



Tracking and Adaptation

The average score increased slightly while the percentage score decreased. This actually suggests that the casework on individual cases improved even though fewer cases were acceptable.

| Tracking and Adaptation | | | | | | | | | | | | | | | |
|----------------------------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|
| | 2001 | 2002 | 2003 | 2004 | 2005 | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 |
| Average Score of Indicator | 4.33 | 4.29 | 4.92 | 4.88 | 5.21 | 4.67 | 4.00 | 4.38 | 4.58 | 4.21 | 4.25 | 4.50 | 4.45 | 4.40 | 4.50 |
| Overall Score of Indicator | 75% | 79% | 96% | 96% | 100% | 92% | 74% | 88% | 88% | 71% | 79% | 85% | 85% | 90% | 85% |
| Statewide Score | 59% | 63% | 69% | 81% | 84% | 81% | 84% | 87% | 89% | 86% | 80% | 90% | 85% | 91% | |



V. Summary and Improvement Opportunities

Summary

During the FY2015 Southwest Region Qualitative Case Review (QCR), numerous strengths were identified about child welfare practice. It is clear that there is significant commitment and hard work devoted to ensuring the safety and well-being of the children and families.

Child Status

Southwest Region scored well above standard on Overall Child Status with a score of 95%, meaning only one of 20 cases had an unacceptable overall score. All but one case scored acceptable on Safety, and all Child Status indicators were above standard. Three of the indicators scored higher than last year, and every indicator but Prospects for Permanency and Family Connections scored 90% or better.

System Performance

Southwest Region scored 85% on Overall System Performance which meets the 85% standard. Teaming and Intervention Adequacy improved from last year, but Long-term View showed the greatest improvement by jumping 20% higher.

Improvement Opportunities

The only indicator falling below the standard (70%) was Child and Family Plan (65%).